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'EVERYTHING CALLED INTO QUESTION'

The Astonishing Transformation of Eastern Europe Upsets Research Agendas, Intellectual Assumptions

By ELLEN K. COUGHLIN

History has a way of surprising even the experts.

In Hungary, Poland, East Germany, and Czechoslovakia, the people have begun—astonishingly—to bend previously repressive regimes to their will. In Rumania, change has come more violently, but it is of a piece with the transformation of the rest of Eastern Europe.

As that transformation progresses, scholars in a wide variety of fields are watching their work slip free of its familiar and once-stable moorings. Undreamed-of opportunities for research in the region are becoming available. Subjects of study that would hardly have been pertinent only a short time ago are presenting themselves for investigation. Cherished assumptions about communism

and the cold war are being chipped away faster than the stonework in the Berlin wall.

"Everything is being called into question," says Alexander Dallin, professor of history and political science at Stanford University. "The very fact

"The impact on historical studies and political science should be comparable to the impact of Sputnik on the sciences."

that a crowd of people peacefully assembling can, in effect, get a Communist regime to resign or to make substantial concessions is something that most of us have never considered possible.

"You could go through a whole list of things about the unchangeability of

Communist regimes that some of us had insisted on for years."

For about 40 years, as a matter of fact. Since World War II, scholarship on Eastern Europe and the Soviet Union, as well as in fields not directly focused on those countries, has been influenced (blinded, some might say) by the cold-war model of persistent competition between two monolithic superpowers. As the Soviet Union under Mikhail Gorbachev loosened its grip on the Eastern Bloc and successive Communist governments in Eastern Europe fell into disarray, it became increasingly clear to scholars that that model could not hold up much longer.

"The general mythology has been that of U.S. world hegemony and relations between the U.S. and the

Continued on Page A10

As State Legislatures Convene, Many Colleges Brace for Bad News

By GOLDIE BLUMENSTYK and MARY CRYSTAL CAGE

People in public higher education throughout the country might as well get used to the word No. Most will hear it frequently from their governors and state legislators this year.

As legislatures convene this week, colleges have no shortage of programs or initiatives for which they are seeking financial support. The shortage will be of money.

After years in which many states enjoyed financial prosperity, a growing number are now feeling the effects of economic slowdowns.

In many, revenues have fallen below

A state-by-state summary of the 1990 legislative outlook for higher education begins on Page A21.

projections. Some—including many on the East Coast—have already ordered mid-year cuts in their 1989-90 budgets to avert deficits. There are exceptions, notably Colorado, Hawaii, Idaho, Utah, and Washington. But most state higher-education officials say they expect the budget

squeeze will extend, and perhaps intensify, through the early 1990's.

That prospect, coupled with an election-year reluctance to raise taxes, means a year of tight budgets for state-financed programs over all and, perhaps, for public

Continued on Page A20

Worried About 'Anything Goes' Moral Code, Colleges Are Stepping In to Help Students Shape Values

By ROBIN WILSON

DAVIDSON, N.C.

"I was sitting there about to throw up," a freshman at Davidson College says, explaining how she felt when her boyfriend suggested she date one of his friends instead. "He was asking me out, but for someone else. I felt so bad, I cried all the next day."

She is sitting in an auditorium with about 70 other freshmen. Each is taking a turn revealing his or her most intimate frustrations as Davidson's dean of students looks on.

The freshmen are participating in a new program designed to help beginning students form bonds with each other by exploring their feelings and values. The students, all of whom volunteered to be part of the plan, live in designated halls in the men's and women's dormitories and meet weekly to discuss such sensitive topics as spirituality and relationships.

As colleges embark on the 1990's, many institutions are finding that developing students' academic skills is no longer enough. College officials are increasingly concerned about what they call an anything-goes moral code that leads many students to indulge in wild fraternity parties, to drink excessively, and to have sex with people they barely know. Several institutions are stepping in to encourage students to bolster their values.

"I sensed a kind of desperateness and rootlessness among students," says Will

Continued on Page A28

Scholars Are Irked by Bennett Speech Criticizing Their Approaches to Nation's Drug Problems

By SCOTT JASCHIK

Scholars are furious with William J. Bennett for saying most intellectuals are either ignoring the nation's drug problems or advocating foolish solutions to them.

At Harvard University last month, Mr. Bennett, the director of the Office of National Drug Control Policy, said: "In the great public-policy debate over drugs, the academic and intellectual communities have, by and large, had little to contribute, and little of that has been genuinely useful or for that matter mentally distinguished."

Mr. Bennett's speech also urged aca-

demics to reject a theory now attracting widespread interest among social scientists: that the best way to decrease the use of cocaine and other drugs may be to legalize them. The arguments behind that theory, Mr. Bennett said, are "superficial and even disingenuous."

American intellectuals, he added, may oppose the "drug war" because of their "general hostility to law enforcement and criminal justice."

Academic leaders immediately attacked Mr. Bennett's remarks as political interference.

Continued on Page A18

MARGINALIA

From *Inside*, a publication at the State University of New York at Binghamton:

"ROADS CLOSED: A reminder that the West Access and Connector Roads will be closed for the winter season. . . . The current snow removal program does not provide for the maintenance of the steep West Access Road, and the closing of the Connector Road allows greater protection for the migratory salamanders that inhabit the SUNY-Binghamton Nature Preserve. The roads will reopen in late March, after the salamander migration."

Memorandum from the Department of Transportation and Parking at the University of North Carolina at Chapel Hill:

"The Hanes Visitor Lot is a primary source of visitor parking, as well as a pay lot. Please make sure to take a ticket upon entering the lot from the ticket dispenser."

Must we enter that way?

Picture caption in the *Daily Iowan*: "David Pirtie puts a new coat of white paint on the wall outside of the wire cage leading from the new part of the Field House to the old part past the swimming pool Tuesday afternoon."

Registrants for a professional-development conference at Virginia Polytechnic Institute and State University were asked to write to the "adult registrar."

Depending upon which page of the announcement flyer you read, the University of South Carolina will be sponsoring a conference next month called "Maximizing Summer Opportunities," "Maximizing Summer Opportunities," or "Maximizing Summer Opportunities."

From the student paper at Adrian College, *College World*:

"On Monday, Adrian College celebrated their second annual All-Campus Christmas Party. . . .

"President Caine was impressed with his first Christmas gathering at Adrian and felt it was something that should be done more often."

Alas, President Caine, it comes but once a year.

Picture caption in *The Heights*, the student newspaper at Boston College:

"Tom Clancy emphasized his rise to success as an author during his lecture."

Now that's fast.

Happy New Year!

—C.G.

In Brief

Commissioners Approve 7-State Teaching License

BOSTON—The education commissioners of seven Northeastern states have agreed to issue a regional certificate that will enable qualified schoolteachers to work immediately in any of the states without having to meet any additional certification requirements.

The credential, which will be available beginning April 1, was developed in part to help alleviate teacher shortages in the six New England states and New York.

The document would, for example, allow a reading specialist in a state with too many reading specialists to accept a job in another state with a shortage without the customary wait required to qualify. Once hired, the specialist would have two years to meet the state's requirements.

The commissioners are considering a similar credential for school administrators.

The regional documentation, the first of its kind in the country, is one activity of the Northeast Common Market Project, a three-year effort to develop a common pool of educators for the area.

Shortage of Scientists Seen if Action Isn't Taken

WASHINGTON—More women, members of minority groups, and disabled people must be encouraged to become scientists and engineers if the United States is to avoid a shortage of technically trained workers, according to a Congressionally appointed panel.

In a 46-page report that expanded on its interim findings (*The Chronicle*, June 15, 1988), the group outlined actions that politicians, educators, business executives, and others should take to increase the participation of wom-

What They're Reading on College Campuses

Previous Survey

1	All I Really Need to Know I Learned in Kindergarten , by Robert Fulghum	7
2	The Calvin and Hobbes Lazy Sunday Book , by Bill Watterson	1
3	The PreHistory of the Far Side , by Gary Larson	2
4	Foucault's Pendulum , by Umberto Eco	8
5	It Was on Fire When I Lay Down on It , by Robert Fulghum	—
6	The Dark Half , by Stephen King	—
7	The Shell Seekers , by Rosamunde Pilcher	—
8	The Night of the Mary Kay Commandos , by Berke Breathed	3
9	Breathing Lessons , by Anne Tyler	5
10	Clear and Present Danger , by Tom Clancy	10

The Chronicle's list of best-selling books was compiled from information supplied by stores serving the following campuses: American U., Baylor U., Bucknell U., Carleton College, Carnegie Mellon U., Case Western Reserve U., Central Michigan U., Dartmouth College, Denison U., Idaho State U., Iowa State U., Kent State U., Lawrence U., Lehigh U., Mankato State U., Montana State U., New York U., Pennsylvania State U., Portland State U., Princeton U., San

Francisco State U., Southern Methodist U., Stanford U., Tulane U., U. of California at San Diego, U. of Hawaii, U. of Illinois at Urbana-Champaign, U. of Iowa, U. of Missouri at Columbia, U. of Nebraska at Lincoln, U. of New Orleans, U. of Notre Dame, U. of Pittsburgh, U. of Puget Sound, U. of Washington, U. of Wisconsin at Madison, U. of Wisconsin at Milwaukee, and Wichita State U. Reports covered sales of hardcover and paperback trade books in November.

en and other underrepresented groups in the technical work force. It also listed specific strategies to help American Indians, blacks, Hispanics, white women, and the handicapped train for technical careers.

"Changing America: The New Face of Science and Engineering" is available free from the Task Force on Women, Minor-

ities, and the Handicapped in Science and Technology, 330 C Street, S.W., Room 2014, Washington 20201; (202) 245-7477.

Student Shot and Killed in a Florida Classroom

JACKSONVILLE, FLA.—A student at the University of North Florida has been arrested for

shooting her former boyfriend to death last month as he sat in a campus classroom.

Margaret D. Haywood is being held in the Duval County Jail on a charge of murdering David Charles Coleman. He was killed one week before he was to receive his bachelor's degree.

Capt. J. M. Beck, deputy director of the campus police, said Ms. Haywood's arraignment had been postponed until early January to determine if she was competent to stand trial.

Students who witnessed the shooting disarmed Ms. Haywood and held her until police arrived. Mr. Coleman died 10 hours later.

Nursing Enrollment Is Up for First Time in 5 Years

WASHINGTON—Enrollment of first-time nursing students rose 5.8 per cent last fall, marking the first such increase in five years, according to the American Association of Colleges of Nursing.

The association's "Report on Enrollment and Graduations in Baccalaureate and Graduate Programs in Nursing, 1989" is based on a survey of 87 per cent of the nation's 623 nursing schools that offer bachelor's and graduate degree programs.

The survey found an increase in registered nurses—certified with hospital diplomas or two-year associate degrees—who have enrolled full time to earn the bachelor's degree.

Higher nursing salaries and college recruiting efforts led to the turnaround, said Dan Mezibov, a spokesman for the association. "It's a most encouraging sign," he said, "but it doesn't mean the shortage is over." The demand for nurses has exceeded the supply since the mid-1980's, he said.

Copies of the report are avail-

Demand for College-Educated Workers May Outstrip Supply in 1990's

WASHINGTON The United States could experience labor shortages in some occupations in the 1990's because the demand for workers with postsecondary education may outstrip the supply, according to the U.S. Department of Labor.

In a report on the employment outlook from 1988 to 2000, the department said it expected the number of jobs requiring education beyond high school to rise 22 per cent, compared with an overall job growth rate of 15 per cent. Over the 12-year period, according to the forecast, 18 million new jobs will be created, bringing total employment to 136 million.

Too Few May Qualify

The department blamed the nation's "educational shortfall" on possible shortages of technicians and skilled crafts workers—occupations that generally require postsecondary education below the bachelor's-degree level. Too few people may qualify for admission to job-training programs be-

cause one-quarter of the 18- and 19-year-olds will not have high-school diplomas and because many high-school graduates have poor academic skills, according to the report.

In addition, colleges and universities are expected to continue to attract students who might otherwise enroll in job-training programs.

Although many good jobs are expected to be available to those without bachelor's degrees, the department said college graduates would continue to earn higher salaries than those with less education, and that high-school dropouts would remain at a disadvantage in the labor market.

The labor-force projections, which include the employment

outlook from 1988 to 2000 for nearly 500 occupations, appear in the November issue of the Labor Department's *Monthly Labor Review*.

The forecast will be presented in greater detail in the 1990-91 edition of the department's *Occupational Outlook Handbook*, scheduled for publication in the spring.

—JEAN EVANGELAUF

Education Dept. Sees Enrollment Fluctuating in the Decade

WASHINGTON College enrollments are expected to fluctuate slightly in the 1990's, dropping from 13.2 million in the fall of 1990 to a low of 12.9 million in 1995 before rising to 13.4 million in 2000, the U.S. Department of Education said last week.

In a report presenting projections of education statistics through 2000, the department also said that high-school enrollment, which had fallen nearly every year since 1976, would drop to a

low of 12.6 million in 1990, then climb 17.5 per cent to 14.8 million in 2000. Elementary-school enrollment will reach 34.7 million in 2000, 3.6 per cent more than in 1990.

From 1990 to 2000, the number of full-time college professors is expected to rise 2.1 per cent, to 489,000, while the number of part-time professors will remain stable at 283,000.

As they have in recent years, women will continue to earn more associate, bachelor's, and mas-

ter's degrees in the 1990's than will men, and men will continue to earn the majority of professional degrees. More women and fewer men are expected to earn doctoral degrees in the 1990's, and women will earn a majority of those degrees beginning in 1999.

"Projections of Education Statistics to 2000" is available for \$11 from the Superintendent of Documents, U.S. Government Printing Office, Washington 20402; (202) 783-3238. Request stock number 065-000-00392-9. —J.E.

'In' Box

During the holidays, a sprig of mistletoe at Moorhead State University became the subject of news reports, editorials, and radio talk shows across the country and even overseas.

The notoriety began in early December, when two faculty members at Moorhead said they felt it was inappropriate for mistletoe to be hung in the office of an academic department.

One of the faculty members, Margaret L. Potter, an assistant professor of psychology, said that mistletoe—associated with the tradition of kissing someone who steps under it—could be seen by some to be a license for behavior that could actually be a form of sexual harassment.

The tradition of being surprised with a kiss, contended Ms. Potter, was inappropriate in a business setting. She complained to her department head, sparking a discussion that led Roland Dill, the university's president, to suggest that the mistletoe be taken down.

Says Mr. Dill: "I'm not a Scrooge. We haven't banned anything. We just want to heighten everyone's awareness and sensitivity about the fact that some may find certain Christmas decorations threatening or offensive."

Two professors have written a book that offers financial advice to academics who are policyholders with TIAA-CREF, higher education's largest pension companies.

The book, *Managing Your TIAA-CREF Retirement Accounts: Investment Strategies to Maximize Retirement Income*, was written independently of TIAA-CREF and does not seek to represent the companies' policies on pension planning.

The authors are Leonard E. Goodall, a professor of management and public administration at the University of Nevada at Las Vegas, and William J. Corney, also a professor of management at Las Vegas. Mr. Goodall is a certified financial planner, while Mr. Corney is a certified internal auditor. The book was published by the Kendall / Hunt Publishing Company.

In the book's introduction, the authors note that retirement planning has become more complicated, partly because of recent changes at TIAA-CREF, which is in the process of introducing more investment options for its policyholders.

Mr. Goodall describes the book's investment strategies as "very conservative." Although they deal primarily with financial options that TIAA-CREF now offers or plans to offer, the authors note that the same strategies would apply to options offered by other companies.

TIAA-CREF officials said they had not yet had a chance to review the book, which will be available at campus bookstores. It may also be ordered for \$19.95 plus \$2 postage from Kendall / Hunt, 2460 Kerper Boulevard, Dubuque, Iowa 52001; (319) 588-1451.

Personal & Professional

A New Brand of Leadership Is Seen at Helms of Many Black Colleges

Presidents often bring experience in financial affairs or lobbying

By DEBRA E. BLUM

Thirty years ago the résumés of candidates for the presidency of Howard University would have looked strikingly different from those of the latest crop, says the trustee who led the search for a new chief executive there.

In the past, says James F. Tucker, a

Howard board member, black-college presidents typically had been educated at historically black institutions and risen through the ranks there. Many were clergymen, civic leaders, orators, or academicians.

Today, presidents of black institutions are far more likely to have experience in sophisticated financial planning, fund raising, or legislative lobbying. They are better trained as administrators or executives. Few are church leaders. And many—like the three finalists for the Howard presidency—have been educated or spent much of their careers outside black institutions.

'What We Ask of Our Leaders'

Last month, Franklyn G. Jenifer, the chancellor of the Massachusetts Board of Regents of Higher Education since 1986, was named president of Howard. He began his teaching career at Rutgers University and served for two years as vice-chancellor of the New Jersey Department of Higher Education before heading the Massachusetts system.

Mr. Jenifer, Mr. Tucker, and other higher-education officials observe that many significant changes have taken place in the last 25 years among the chief executive officers of historically black colleges.

"The changing character of our society, of higher education, and also of governing boards at black colleges has changed what we ask of our leaders," says Reginald Wilson, a senior scholar at the American Council on Education. "Boards are looking for a different kind of president."

New demands from the colleges' constituents and their governing boards—

Continued on Following Page

Court Tells Boston U. to Tenure a Woman Ruled Victim of Bias

BOSTON

A federal appeals court has ordered Boston University to reinstate with tenure a former English professor found by a lower court in 1987 to have been a victim of sex discrimination.

The decision is the first by an appellate court to grant tenure to a female faculty member who claimed her scholarship had been downgraded because of her sex, said Dahlia C. Rudavsky, the professor's lawyer. She said that while at least two other professors have been granted tenure by appellate courts, their cases did not include a dispute over their academic achievements.

The professor, Julia Prewitt Brown, sued Boston University in 1981 after she was denied tenure by the provost and the president despite having been approved by the English department and various faculty panels. In her lawsuit, she claimed that her scholarship had been held to a higher standard than the work of men who had received tenure in her department, and that

Continued on Page A15

Half of 1987-88 Ph.D. Graduates Owed No Money for Education, Study Finds

By BEVERLY T. WATKINS

WASHINGTON

Contrary to wide speculation, Ph.D. graduates are not "hopelessly encumbered with debt" by the time they complete their doctoral programs.

According to a new report from the National Research Council, 53 per cent of those who received doctorates in academic 1987-88 did not owe any money for their education. Among those who were in debt, the report says, 37 per cent owed less than \$5,000, while only 4 per cent owed \$30,000 or more.

Ph.D. graduates in engineering and the physical sciences were less likely to be in debt than those in the humanities, life sciences, and social sciences.

According to the report, about 35 per cent of the engineers and about 45 per cent of the physical scientists owed money for their education. About half of the graduates in humanities and life sciences and about 60 per cent of the social scientists had some debts.

Support in Science and Engineering

The report speculates that doctoral candidates in science and engineering are less likely than others to borrow money for their education because they receive sup-

port from their institutions and from the federal government.

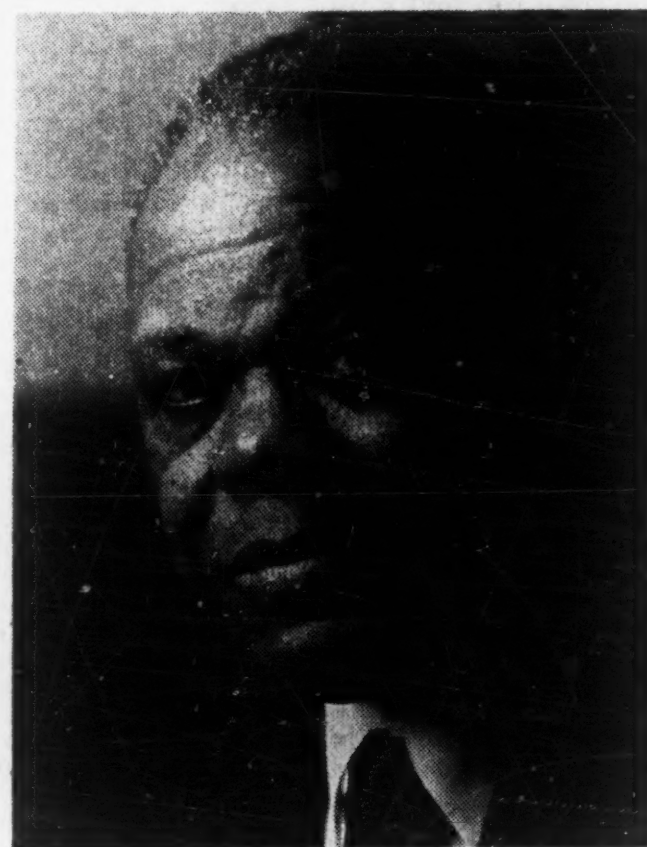
The council's report is based on a survey of graduates who completed requirements

Proportion of Doctorate Recipients Who Owed Money, and Their Median Debt, 1988

All	47.1%	\$7,471
Men	46.9	7,258
Women	47.4	7,869
U.S. citizens	54.7%	\$7,649
American Indian	63.3	7,116
Asian	53.0	7,748
Black	60.5	7,655
Hispanic	66.2	8,283
White	54.1	7,616
Foreign, permanent visa	37.4%	\$7,391
Foreign, temporary visa	20.7	5,470
Field of study		
Education	38.0%	\$7,013
Engineering	34.0	6,540
Humanities	51.7	6,632
Life sciences	52.6	7,227
Physical sciences	43.4	6,192
Professional and other	48.1	8,411
Social sciences	61.0	9,920

Covers 30,254 doctorate recipients

SOURCE: NATIONAL RESEARCH COUNCIL



James F. Tucker, a Howard U. trustee: In the past, black-college presidents typically rose through the ranks of historically black institutions.



Johnnetta B. Cole, Spelman's president: Today's black college presidents have opportunities to express pride in their heritage.

Fourth of Degrees to Foreign Students

The council says the question about debt was first added to the survey in 1987 in response to concern that the majority of graduates were burdened with financial obligations by the time they received their doctorates. Data from the last two surveys do not support that assumption, the report concludes.

Universities awarded 33,456 doctoral degrees in 1988, an increase of 1,089 over 1987, according to the council. One-quarter of those degrees went to students from other countries, most notably in Asia.

The number of students receiving doctorates increased for the third consecutive year, approaching the all-time high of 33,755 reached in 1973, says the report.

Since that peak year, the council says, students' academic and professional interests have changed substantially. For example, the number of graduates earning degrees in the life sciences, which include

Continued on Following Page

New Brand of Leadership Seen at Black Colleges

Continued from Preceding Page along with more educational and job opportunities for blacks—have ushered in what some higher-education observers describe as a new brand of leadership for many black-college presidents.

No longer does the image of caretaker, minister, or academic alone describe the typical black-college president. Now the successful chief executives of black colleges are more likely to be described as savvy financial managers, skilled fund raisers, sophisticated public-image makers, and hungry competitors for top black students and faculty members.

Their management styles are described by observers as more creative and more consultative with faculty members, but also more bottom-line-oriented than ever before. They also tend to promote their institutions' cultural ties to the black community more conspicuously than did their predecessors, observers say.

Several Presidents Cited

Among the chief executives who are often mentioned as providing such leadership are Robert L. Albright, president of Johnson C. Smith University; Johnnetta B. Cole, president of Spelman Col-

lege; and Henry Ponder, president of Fisk University.

Mr. Albright, who serves on the boards of 25 organizations, has been described as a skilled lobbyist for federal dollars and takes what he calls a "market-oriented" approach to running the university. Under his leadership, the university's endowment has more than tripled. At Spelman, whose curriculum emphasizes black cultural traditions, Ms. Cole has been credited with helping to attract what is thought to be the largest donation ever given to a predominantly black college—\$20-million from the television star Bill Cosby and his wife, Camille. At Fisk, Mr. Ponder has encountered opposition in recent years from faculty members, students, and board members to his strictly-business approach to managing the university, but is credited with saving the university from bankruptcy, building its endowment, and increasing student enrollment.

Less-well-known black institutions are looking for similar leadership qualities. Trustees at Knoxville College, for example, recently selected as their new president John B. Turner, who spent 14 years as an assistant provost and associate graduate dean at the Massa-

chusetts Institute of Technology before becoming a higher-education consultant in 1988. The college, which is recovering from financial problems and a drop in enrollment, was seeking a leader to help it rebuild, and trustees were impressed with Mr. Turner's work with minority graduate students and contacts with corporations and foundations.

Black colleges are by no means the only institutions that demand leaders whose style differs from

their particular history, similar problems and circumstances have taken a different twist at historically black colleges. Changes in black colleges and in their leadership have come about less gradually than at predominantly white institutions.

From their inception until only about three decades ago, black colleges were the primary source of higher education for black students. Many of the 117 black colleges in the United States began as bare-bones operations, and continue to have lower endowments and more budget deficits than do main-

stream institutions. In addition, they were inexperienced in raising money beyond that needed for minimal operating expenses, because many of them were almost entirely supported by the government or a religious denomination.

Cultural Traditions

"In days of old, the black-college president did not have nearly the same fund-raising responsibilities that we have now," says Mr. Albright, Johnson C. Smith's president. "Knowing how to raise dollars, deal with complex financial issues, and interpret the law as it pertains to higher education are skills a current president can't do without."

The civil-rights movement of the 1960's also influenced students and professors at black colleges to demand other changes from their leaders. Presidents were openly encouraged to infuse black-cultural traditions into the curriculum, and to allow more participation by faculty members and students in institutional decision making.

Ronald Walters, a professor of political science at Howard University, says that consensual governing, a management style that emphasizes consulting with others and a characteristic commonly attributed to the new style of leadership, is a luxury that black-college presidents of an earlier era might not have been able to afford.

In the past, he says, black-college presidents tended to centralize their power because black institutions—most of which were in the South—existed in tenuous political and social situations.

'Autocratic and in Control'

"In order to steer cautiously, they believed they had to be autocratic and in control, so their institutions wouldn't be any more vulnerable to outside forces than they already were," Mr. Walters says. "It was not pernicious, but benevolent."

Now that black colleges no longer exist in a hostile environment, he says, it is only natural that presidents should share decision making with their faculties. (He notes, however, that the tradition of a passive faculty is still evident, reflected in part by the relatively small proportion of faculty unions at black colleges.)

Mr. Wilson of the American Council on Education says that many black presidents inherited a kind of "plantation mentality" from their white predecessors and colleagues at predominantly white colleges. When black presidents began to succeed white presidents, who had typically ruled black colleges with an iron hand, he says, they adopted much of the same domineering style.

"Black presidents weren't the only autocrats," Mr. Wilson says.

Another mark of the new leadership style is a clear focus on the black cultural character of the institution and its curriculum.

Spelman's Ms. Cole says that today's black-college presidents are not necessarily prouder or more conscious of their heritage, but simply have a greater opportunity to express it than did their predecessors. In the past, she adds, the predominantly white governing boards and state legislatures that held sway over many black col-

"In days of old, the black-college president did not have nearly the same fund-raising responsibilities that we have now."

that of earlier presidents. Over the years, presidents of all types of colleges and universities have strengthened their ties to the corporate world, and focused more on building the images of their institutions. In addition, at many institutions presidents are facing increased competition for students and faculty members, as well as a growing demand for more accountability, better resources, and better undergraduate education from parents and students. But because of

stream institutions. In addition, they were inexperienced in raising money beyond that needed for minimal operating expenses, because many of them were almost entirely supported by the government or a religious denomination.

Quick Transformations

Transformations of black higher education and its leadership came quickly after civil-rights legislation was passed in the 1960's. Almost overnight, black colleges found themselves competing with predominantly white colleges for top black students.

As a result, black colleges had to work harder to get the students who in the past had enrolled almost automatically. To compete better, they needed to improve their facilities, offer better financial-aid packages, and pay higher faculty salaries.

Presidents were expected to bring financial acumen, market skills, and business connections to their positions. Because of in-

Half of 1987-88 Ph.D. Graduates Had No Education Debts

Continued from Preceding Page the agricultural, biological, and health sciences, increased by almost 20 per cent, while the number receiving doctorates in education decreased by about the same amount.

About three-quarters of the 1988 graduates had commitments for immediate employment or further study when they received their doctorates, says the report. Of

those with definite plans, three-quarters had jobs and the rest—many of them in the physical and life sciences—planned to continue their education.

Academe and Industry

In most fields, the largest proportion of 1988 Ph.D. graduates planned to work in academe, the report says. In engineering and the physical sciences, however, 50 per

cent or more of the new graduates were headed for industry.

The 84-page document, "Summary Report 1988: Doctorate Recipients From United States Universities," is available free from the Doctorate Records Project, Office of Scientific and Engineering Personnel, National Research Council, 2101 Constitution Avenue, N.W., Washington 20418; (202) 334-3161.

FACT FILE: A Profile of 1988 Recipients of Doctorates

	Arts and humanities	Business and management	Education	Engineering	Life sciences	Physical sciences	Social sciences	Other professional fields ¹	All fields ²
Doctoral degrees conferred	3,553	1,039	6,349	4,190	6,143	5,309	5,769	1,053	33,456
Median age at conferral	35.4	34.8	40.5	31.0	31.9	30.3	34.1	37.9	33.8
Median number of years from bachelor's degree to doctorate	12.2	11.6	16.9	8.1	8.9	7.4	10.5	14.6	10.5
Median number of years registered as a graduate student	8.5	6.9	8.1	5.9	6.5	6.1	7.4	7.9	6.9
Proportion with bachelor's degree in same field as doctorate	56.7%	36.9%	36.9%	76.4%	55.4%	67.3%	54.5%	23.6%	54.7%
Sex									
Male	55.7%	76.2%	44.8%	93.2%	63.2%	83.4%	55.0%	59.6%	64.8%
Female	44.3	23.8	55.2	6.8	36.8	16.6	45.0	40.4	35.2
Citizenship									
United States	78.4	58.5	83.1	42.4	71.3	60.8	74.8	73.3	69.3
Non-U.S., permanent visa	4.7	7.9	2.7	8.7	4.9	4.7	3.8	4.2	4.8
Non-U.S., temporary visa	9.7	24.5	7.5	41.1	17.3	27.8	12.3	11.3	18.5
Unknown	7.1	9.0	6.7	7.7	6.4	6.7	9.1	11.2	7.5
Planned postdoctoral study									
Fellowship	4.0%	0.5%	2.0%	5.2%	30.8%	17.6%	8.4%	1.3%	11.4%
Research associateship	1.5	0.7	1.3	12.6	17.4	24.3	3.7	1.0	9.7
Traineeship	0.3	0.5	0.6	1.3	1.6	0.7	1.5	0.7	1.0
Other	1.4	0.5	0.9	0.4	3.5	0.7	1.0	0.8	1.3
Planned postdoctoral employment									
Educational institution	66.1	75.6	63.1	24.0	19.9	20.3	36.8	50.1	39.2
Industry or business	5.5	7.8	6.3	34.5	7.3	20.3	12.1	7.2	13.2
Government	2.3	1.9	7.4	7.2	6.3	4.4	8.9	7.0	6.2
Non-profit organization	4.8	0.5	4.9	0.7	2.0	0.8	10.4	14.9	4.3
Other or unknown	4.0	0.9	3.5	2.6	2.4	1.4	5.4	2.5	3.1
Postdoctoral status unknown	10.2	11.3	10.0	11.4	9.0	9.6	11.9	14.4	10.5
Primary postdoctoral employment activity									
Research and development	6.6%	32.0%	5.5%	64.0%	44.6%	61.9%	22.7%	11.3%	28.3%
Teaching	70.2	57.7	35.5	20.6	28.7	24.7	29.7	46.6	36.3
Administration	5.6	3.7	37.4	2.1	5.9	1.7	6.3	13.1	13.2
Professional services	5.9	1.7	11.8	5.1	9.8	3.9	33.5	16.6	13.0
Other	5.2	1.4	2.5	2.2	3.5	2.0	3.4	5.2	3.1
Unknown	6.5	3.5	7.2	6.0	7.5	5.7	4.4	6.6	6.1

¹ Excludes business and management, which is listed separately

² Includes degree categories not listed separately

Ways & Means

"You don't test apples to see what happens to oranges."

So says Rep. Olympia Snowe, a Maine Republican who is co-chairwoman of the Congressional Caucus on Women's Issues. Representative Snowe and some other lawmakers want the General Accounting Office to determine whether federally supported medical research, by relying on tests of treatments on men, is hampering the health of women.

In 1987 the National Institutes of Health adopted a series of policies designed to insure that women were included, whenever possible, in research trials supported by the institutes. The policies followed a series of reports about research in which trials included only men, even though women also suffered from the diseases being studied.

Representative Snowe says she wants to see if the policies are being followed, and whether N.I.H. has changed its approach to health research because of the concern about women's health.

"Women's tax dollars pay for half of the research that's done in the country," she says. "They deserve to derive greater benefit from that research."

A spokesman says N.I.H. officials have no comment on Representative Snowe's request.

When the Illinois Board of Higher Education votes next week on what tuition levels it will recommend to Gov. James R. Thompson, it will have no doubt about the feelings of students, or those of Santa Claus.

A student group used Saint Nick—at the height of the holiday season, no less—as part of its plea to board members to hold the line on tuition.

At the board's December meeting, Mr. Claus and one of his elves distributed snow cones emblazoned with the message "Give the Gift of Access, Freeze Tuition." Santa also told board members that their votes would determine whether they would be on his "nice list" or "naughty list" for gift distribution, and he threatened to give lumps of coal to those who opposed the tuition freeze.

Lynda McCann Gillman, a graduate student at the University of Illinois at Urbana-Champaign and a member of Students for a Tuition Freeze, said students had been paying an unfair share of the cost of higher education for too long and wanted to dramatize their concerns.

Ms. Gillman said that tuition rates at her campus 10 years ago were less than \$700. Today, she said, they are \$2,376 for undergraduates and \$2,700 for graduate students.

Members of Students for a Tuition Freeze have been joking about other ways they could use symbolism to drive home their point. One proposal was to invite the filmmaker Spike Lee to the next Board of Higher Education meeting to urge board members to *Do the Right Thing*.

Government & Politics

MAKING COLLEGE AFFORDABLE

Higher-Education Officials Applaud Federal Efforts to Use Tax Code to Encourage Families to Save Money

By SCOTT JASCHIK

WASHINGTON

Ideas for using the federal tax code to encourage Americans to save more money are attracting increased attention from the Administration and Congress—to the delight of college officials, who believe increased savings levels will make higher education affordable for more people.

Democratic leaders in Congress tried unsuccessfully last year to change the regulations for Individual Retirement Accounts so they could be used to pay for things before retirement, such as a child's college education. Sen. Lloyd Bentsen of Texas, chairman of the Senate Finance Committee, led that effort and is expected to propose similar legislation this year.

President Bush is also expected to propose a savings plan this year. The President reportedly will call for the creation of "Family Savings Accounts," to which families could contribute up to \$5,000 a year. Provided the money was left untouched for 10 years, interest on it would be exempt from taxation. The money could be used for any purpose.

Both Republicans and Democrats say



Sandra H. McMullen: Presidents of private colleges would welcome any change in the tax code that would encourage more parents to save.

they are interested in savings plans because Americans tend to spend their money too quickly, leaving them short when it's time to pay for college, health care, or retirement.

College officials say they are pleased

with the government's interest in savings because they have been trying for years to encourage parents to plan earlier for their children's college education.

Bentsen's Plan Preferred

Says Theodore L. Bracken, director of federal relations for the Consortium on Financing Higher Education: "We've been looking for a long time for stimulants for families to save. Some kind of federal tax break might well be the very thing that leads people to do more for their children than they have in the past."

Mr. Bracken says too many parents wait to plan for tuition payments until the year before their children enroll in college. New tax breaks, he adds, "can let us take better advantage of the pre-college years."

Sandra H. McMullen, executive director for tax policy of the National Association of Independent Colleges and Universities, says presidents of private colleges would welcome any change in the tax code that would encourage more parents to save.

Both Mr. Bracken and Ms. McMullen say Senator Bentsen's plan may be

Continued on Following Page

Bush Administration Offers First Hints on Its 1991 Budget; for Higher Education, More Disappointments May Loom

By THOMAS J. DeLOUGHRY

WASHINGTON

The budget cycle for the federal government has come full circle. Administration officials finished work on the fiscal 1990 budget and began hinting about the contents of the budget for 1991.

Spending levels in this year's budget have disappointed college administrators and lobbyists, and the early news about 1991 indicated that more disappointments may lie ahead. President Bush will present the 1991 budget to Congress this month.

The Education Department released final dollar amounts for student aid and other programs for fiscal 1990, which began in

their programs would be cut, and by how much.

The cuts, for example, took \$84.3-million from the \$6.175-billion student-aid appropriation for the 1990 budget year. The final amount represents an increase of 2.5 per cent above the fiscal 1989 level. The annual rate of inflation is now 4.7 per cent.

Despite the overall increase, some indi-

vidual aid programs, such as College Work Study and State Student Incentive Grants, were reduced below 1989 levels. Others received increases larger than the overall 2.5-per-cent figure. The Pell Grant program, for instance, grew by 4.2 per cent above 1989.

Despite that increase, Education De-

Continued on Page A19

White House Sends Congress a Plan to Coordinate Federal Efforts in Superconductivity Research

WASHINGTON

The White House last week sent Congress a plan to coordinate federal efforts to promote research and development in superconductivity, an area of growing commercial importance.

Congress requested the plan, which was developed by the Office of Science and Technology Policy, as part of the National Superconductivity and Competitiveness Act of 1988. The law was a result of fears that, without such a policy, the United States would lose the race with Japan to commercialize recently discovered high-temperature superconductors.

Such materials permit a resistance-free flow of electricity at commercially attainable temperatures. The materials could be used in a variety of applications, from electrical transmission lines and transformers that do not lose electricity to high-speed levitated trains and more powerful computers and generators.

The superconductivity plan, detailed in

a 77-page report, emphasizes that "consistent and stable" support of superconductivity research by the federal government is indispensable for the United States to capitalize on this new technology.

The report recommends that federal

Congress developed the law because of fears the United States would lose the race with Japan to commercialize recently discovered high-temperature superconductors.

agencies focus their support for high-temperature superconductivity research in a number of critical areas:

■ Developing and understanding the

Continued on Following Page

Reports citing anonymous officials say the President will seek a modest increase for education in 1991, with most of the funds going to elementary and secondary education.

October. Most of that money will be spent during the 1990-91 academic year. (See table on Page A19.)

President Bush signed an appropriations bill for the department in November, but it was unclear how much money would actually be spent because of deficit-reduction cutbacks required by law. Last month federal agencies determined which of

Administration Offers Hints on 1991 Budget; Disappointments May Loom

Continued from Page A17

partment officials maintained that the money appropriated for the Pell Grant program was insufficient to keep up with the growth in both the number of eligible students and the size of the grants they are qualifying for. Lawmakers, however, contended that the funds were adequate and that the Administration had overestimated the demand for the grants.

College lobbyists are worried that the dispute may cause the Education Department to reduce the maximum Pell Grant in 1990-91 from its current level of \$2,300 a year. Lobbyists have predicted that a reduction could eliminate

grants for at least 137,000 students and cut the grants of an additional one-third of the three million recipients.

Roberta B. Dunn, Deputy Assistant Secretary of Education for student financial assistance, said the department would like to avoid reducing the Pell Grant maximum. "We believe it will be \$2,300, but no, we have not committed," she said.

Looking Ahead to 1991

Meanwhile, college officials and lobbyists in Washington were looking ahead to what Mr. Bush may request for higher-education programs in the 1991 budget. Most of

the money in that budget would be spent in the 1991-92 academic year.

Officially, the Education Department and the Office of Management and Budget have been mum. But reports citing anonymous officials said Mr. Bush was likely to ask for a modest increase for education, with most of it going to elementary and secondary schools.

Officials said the President might request an increase for the Head Start program, which helps prepare disadvantaged children for school. Mr. Bush may also re-introduce the \$441-million package of education programs that he sent to Congress last year. Those programs, which would primarily ben-

efit elementary and secondary schools, have not been approved by Congress (*The Chronicle*, December 6).

Goals to Be Made Public

Secretary of Education Lauro F. Cavazos has said that the department needs additional money for its research and data-collection activities. The department must improve those capabilities, Mr. Cavazos has said, to measure the progress of schools in meeting education goals that the Bush Administration and the governors are developing. Those goals are expected to be made public next month.

One college lobbyist, noting that

Administration officials had had nothing to say about higher-education programs, was not optimistic that President Bush would request large increases for student-aid programs or other college programs. The Administration is likely to request only what is necessary to maintain a maximum grant of \$2,300 in the Pell Grant program in 1991-92, the lobbyist says.

While Congress has typically provided more money than the President has requested for education programs, some observers believe that might not be true for fiscal 1991. The budget is expected to be extremely tight as the Administration and Congress endeavor to cut the deficit from an estimated \$110-billion in fiscal 1990 to \$64-billion in 1991.

1990 Appropriations for Education and Health Research

In the Department of Education

	Fiscal 1989 Actual spending	Fiscal 1990 Approved by House	Fiscal 1990 Approved by Senate	Fiscal 1990 Actual appropriation†
Student assistance				
Pell Grants	\$4,483,915,000	\$4,740,000,000	\$4,470,000,000	\$4,673,478,000
Supplemental Grants	437,972,000	452,863,000	490,000,000	458,650,000
College Work-Study	610,097,000	610,097,000	615,000,000	601,765,000
Income-contingent loans	4,940,000	10,000,000	10,000,000	9,863,000
State Student Incentive Grants	71,889,000	50,000,000	72,000,000	59,181,000
Perkins Loans	205,507,000	159,000,000	169,000,000	156,829,000
Stafford Student Loans*	4,066,852,000	3,651,000,000	3,826,314,000	3,813,832,000
Paul Douglas Teacher Scholarships	15,235,000	14,235,000	16,000,000	14,922,000
Graduate support				
Patricia Roberts Harris Graduate Fellowships	15,711,000	16,245,000	16,245,000	16,034,000
Jacob K. Javits Fellowships	7,904,000	6,770,000	8,000,000	7,896,000
Patricia Roberts Harris Public-Service Fellowships	3,320,000	3,320,000	3,320,000	3,277,000
Minority Participation Graduate Fellowships	3,476,000	3,594,000	3,594,000	3,547,000
Graduate Assistance in Areas of National Need	12,844,000	17,000,000	13,000,000	15,793,000
Institutional assistance				
Cooperative education	13,622,000	13,622,000	13,622,000	13,445,000
Developing institutions				
Aid for historically black colleges	73,554,000	85,000,000	85,000,000	83,898,000
Institutional support	77,459,000	83,000,000	85,000,000	82,911,000
Endowment Challenge Grants	12,696,000	23,128,000	13,128,000	17,893,000
Facilities				
College-housing and academic-facilities loans and construction insurance	31,315,000	35,129,000	5,129,000	35,129,000
Interest-subsidy grants	22,744,000	22,744,000	22,744,000	22,449,000
International education	31,058,000	40,317,000	38,817,000	39,794,000
Law School Clinical Experience	3,952,000	5,000,000	3,952,000	4,935,000
Veterans' Education Outreach	2,838,000	2,838,000	2,838,000	2,801,000
Bilingual education				
Bilingual vocational training	3,771,000	3,900,000	0	2,959,000
Training grants	30,413,000	32,413,000	31,413,000	31,913,000

	Fiscal 1989 Actual spending	Fiscal 1990 Approved by House	Fiscal 1990 Approved by Senate	Fiscal 1990 Actual appropriation†
Library resources				
Research libraries	\$5,675,000	\$5,675,000	\$5,800,000	\$5,738,000
Training and demonstration	709,000	709,000	1,000,000	855,000
College library technology grants	3,651,000	3,651,000	3,812,000	3,732,000
Aid to disadvantaged				
College-aid migrant programs	1,482,000	1,482,000	2,000,000	1,720,000
Legal Training for the Disadvantaged	1,892,000	2,500,000	2,000,000	2,468,000
Minority Institutions Science Improvement	5,307,000	5,487,000	5,487,000	5,416,000
Programs for disadvantaged students	219,257,000	248,168,000	240,000,000	241,822,000
Education research and statistics				
Education research	47,079,000	57,010,000	55,100,000	55,502,000
Education statistics	31,122,000	38,320,000	40,320,000	39,739,000
Education for the handicapped				
National Institute on Disability and Rehabilitation Research	53,525,000	52,883,000	55,000,000	54,318,000
Research and development	17,026,000	17,026,000	21,026,000	19,825,000
Personnel development	67,095,000	67,095,000	70,000,000	71,000,000
Rehabilitation training	30,500,000	30,134,000	31,500,000	31,110,000
Postsecondary programs	5,770,000	5,770,000	8,770,000	6,510,000
Miscellaneous				
Adult education	162,210,000	208,796,000	184,000,000	195,268,000
Fund for the Improvement of Postsecondary Education	11,856,000	11,856,000	11,856,000	11,702,000
Office for Civil Rights	41,635,000	45,178,000	45,178,000	44,572,000
Teacher training	151,434,000	113,346,000	172,850,000	151,515,000
Vocational education grants	831,566,000	860,000,000	867,870,000	850,760,000
Women's educational equity	2,949,000	2,949,000	1,300,000	2,098,000
School, College, and University Partnerships	2,760,000	2,854,000	3,000,000	2,961,000

In the Department of Health and Human Services

	Fiscal 1989 Actual spending	Fiscal 1990 Approved by House	Fiscal 1990 Approved by Senate	Fiscal 1990 Actual appropriation†
Scientific research				
National Institutes of Health				
Cancer Institute	\$1,570,943,000	\$1,652,666,000	\$1,668,473,000	\$1,634,332,000
Heart, Lung, and Blood Institute	1,045,732,000	1,090,930,000	1,091,597,000	1,072,354,000
Institute of Dental Research	130,834,000	138,053,000	137,096,000	135,749,000
Institute of Diabetes and Digestive and Kidney Diseases	559,648,000	590,276,000	593,497,000	581,477,000
Institute of Neurological and Communicative Disorders and Stroke and Institute on Deafness and Other Communication Disorders	567,179,000	595,155,000	620,104,000	607,992,000
Institute of Allergy and Infectious Diseases	742,277,000	845,523,000	847,112,000	832,977,000
Institute of General Medical Sciences	654,664,000	692,639,000	752,939,000	681,782,000
Institute of Child Health and Human Development	425,532,000	448,493,000	450,593,000	442,914,000
Eye Institute	231,292,000	240,636,000	241,774,000	236,533,000
Institute of Environmental Health Sciences	223,695,000	232,479,000	234,048,000	229,234,000

	Fiscal 1989 Actual spending	Fiscal 1990 Approved by House	Fiscal 1990 Approved by Senate	Fiscal 1990 Actual appropriation†
National Institutes of Health, continued				
Institute of Arthritis and Musculoskeletal and Skin Diseases	\$160,015,000	\$171,673,000	\$171,688,000	\$168,930,000
Institute on Aging	222,845,000	241,528,000	245,490,000	239,455,000
Research Resources	358,332,000	356,128,000	362,253,000	353,734,000
Center for Nursing Research	29,132,000	32,969,000	34,969,000	33,513,000
International Center	14,002,000	15,579,000	15,532,000	15,516,000
Library of Medicine	74,413,000	83,311,000	80,729,000	81,861,000
Total N.I.H.	7,144,819,000	7,678,625,000	7,713,064,000	7,576,352,000
Health research and training				
Alcohol, Drug Abuse, and Mental Health Administration				
Mental health research and research training	354,464,000	389,110,000	424,455,000	413,788,000
Centers for Disease Control				
Occupational safety and health research and training	70,355,000	73,900,000	87,695,000	84,665,000

† Actual appropriation figures reflect the final appropriations bill signed by President Bush and the across-the-board budget cuts required by law to meet targets for reducing the federal deficit.

* Formerly called Guaranteed Student Loans.

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News Summary

Articles on inside pages

As the cold war eases, cuts proposed in the military budget may change the concept of national security, affecting scholars who conduct defense-related research, economists say: Page A6.

Minority literatures are more popular than ever, but scholars are ambivalent about the works' status in academe: Page A7.

Guidelines on handling charges of academic misconduct have been revised by the American Historical Association: Page A15.

Texas is pleased with the direction a competitive state research program has taken, and experts from outside the state applaud it: Page A19.

A fund-raising drive expected to bring \$500-million to Ohio State is inspiring other public colleges to "think bigger": Page A29.

With an increasingly diverse population, Toledo U.'s students and administrators are trying to promote sensitivity and tolerance: Page A33.

This year's engineering students will again earn higher starting salaries than graduates going to other fields, two reports say: Page A33.

The rule barring underclassmen from the National Football League's draft is expected to face its most serious challenge in April: Page A39.

Academics at Uruguay's state-operated university predict that 1990 will bring big changes: Page A43.

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AAUP Report Urges Bigger Faculty Role in Governing Sports

By DOUGLAS LEDERMAN

Faculty members must become much more involved in governing sports programs at their colleges, a committee of the American Association of University Professors says.

The call to action comes in a report by the association's Special Committee on Athletics that is to be issued this week.

The report decries the current state of college sports for stressing money and winning at the expense of academic integrity, but it does not directly criticize faculty members for failing to do enough to combat that trend.

Such criticism, however, is implicit in the committee's conclusions, its members and A.A.U.P. officials say.

Too often, professors have sat idly by as standards have been abused and rules bent or broken by administrators, coaches, and sports officials on their campuses, says John C. Weistart, a Duke University law professor who led the committee and wrote the report.

Intensifying Pressures Cited

Colleges are under ever-intensifying financial and public-relations pressures to win on the field, the committee says, so faculty members have an obligation to "counterbalance" those influences by fighting for the primacy of educational goals.

"Faculties are in a unique position to advocate adherence to meaningful academic standards," the committee's report says. "Faculties, able to speak with inde-

Continued on Page A39

Panel Calls for Radical Changes in Schools to Improve Education for Minority Groups

Colleges encouraged to groom students for higher education

By DENISE K. MAGNER

WASHINGTON

A panel seeking to end the "educational neglect" of American minority groups is unveiling a national strategy this week that calls for elementary and secondary schools to be "radically restructured."

The group's plan, which contains recommendations for improving minority education from preschool to graduate school, also urges higher education to become much more involved in grooming minority students for college at an earlier age.

In a report called "Education That Works: An Action Plan for the Education of Minorities," the panel says that, more

than 30 years after the courts declared segregated schools unconstitutional, "most minority children remain in schools that are separate and decidedly unequal." The panel's members include academic, corpo-

Excerpts from the report, "Education That Works: An Action Plan for the Education of Minorities," begin on Page A35.

rate, and government leaders—about half of them members of minority groups.

The 130-page report is the product of a two-year effort called the Quality Education for Minorities Project. The Carnegie Corporation of New York financed the project with a \$1.2-million grant.

Project leaders are creating a non-profit foundation to carry out some of the recommendations of the report, which they are releasing in Washington. They are also holding a day-long conference to discuss it.

"We intend to send the report to each governor and to the White House," says Shirley M. McBay, the project's director. She is dean for student affairs at the Massachusetts Institute of Technology, which coordinated the project along with the University of Texas at Austin.

'We Hope It Will Speak Loudly'

"We hope it will affect their thinking in setting the nation's educational agenda," Ms. McBay says. "We hope it will speak loudly and clearly to people who care about the future of this country."

The report was prepared by a 36-member panel. *Continued on Page A35*

Health Secretary Kills Guidelines to Bar Abuse Among NIH Grantees

By DAVID L. WHEELER

WASHINGTON

Health and Human Services Secretary Louis W. Sullivan has effectively killed guidelines proposed by the National Institutes of Health to prevent financial conflicts of interest among scientists that N.I.H. supports.

Dr. Sullivan said the department would begin a new and more exhaustive process to determine what the government should do about such conflicts, which many people believe to be a by-product of increased cooperation between university scientists

Continued on Page A22

Academics on Corporate Boards: Beneficial for Universities or Conflict of Interest?

By CAROLYN J. MOONEY

At a gathering of higher-education administrators, one university president was explaining why he thought it was so important to serve on corporate boards of directors.

If he were the president of a campus in Texas, he said, he'd try to serve on an oil-company board, a bank board, an agricultural board, and a communications board. "The more I know about industries in Texas, the better I can serve my institution," he reasoned.

Observing the Inner Workings

Many presidents—as well as some administrators and professors—agree. Serving on corporate boards, they say, offers them a chance to observe the inner workings of the corporate world, to make contacts with influential people (including potential donors), to learn the needs of industry, and to help their institutions become better known.

It can also be lucrative: An academic who serves on the boards of three or four large companies—not a rare practice

among presidents of top research universities—can earn more than \$100,000 a year in directors' fees.

While the practice appears to be widely accepted among college and university officials, not everyone likes it.

Critics who have grown increasingly concerned about ties between corporations and universities are skeptical about whether higher-education institutions really benefit when their officials hold corporate directorships. They argue that academics who serve on the boards of for-profit corporations can compromise their institutions' independence, risk becoming involved in conflicts of interest, and spend too much time at meetings away from their campuses. *Continued on Page A16*

Earmarking Funds for Colleges: the Promise and the Peril

Congress gives huge awards to specific campuses without peer review or competition. The colleges' experiences have varied widely: Page A19.



David F. Noble, a Drexel historian: "Sitting on a corporate board is inherently a conflict of interest. It's a question of who these people are representing."

MARGINALIA

From *Update*, a newsletter published by the State of Connecticut Board of Governors for Higher Education:

"The University of Connecticut Health Center is slated to install an automatic sprinkler system in its hospital and clinic buildings. . . . Approximately 4,000 sprinklers will be installed in every room and corridor.

Whoosh!

This letter, writes Laurel Stavis of the media-relations office at Wellesley College, "occupies a prominent spot on my wall and is read whenever I find my view of education's bigger picture obscured or in need of fine tuning":

"To Wellesley College:

"Hi, my name is Robert Stroot. I'm in the fifth grade. The fifth graders at Geggie Elementary School in Eureka, Missouri are planning a State Project Day.

"Since I do not live in Massachusetts, I am asking you to send dirt samples, a road map, pamphlets, brochures, magazines, soil and rock samples and many, many other things, if possible. Our projects are to be completed in four months.

"If you can send me some information, I will be very thankful. I appreciate all your trouble. Thank you alot."

"So we got our fingernails dirty and answered his request for bits and pieces of Massachusetts along with road maps, pamphlets, and many, many other things."

"I phoned the Geggie Elementary School last week to speak with Mr. Stroot. Proudly announcing that he was now a sixth-grader and that his State Project had been a great success, he thanked us heartily for our contributions.

"I, in turn, conveyed my appreciation to him for the reminder that we in institutions of higher learning have our foundations in the bedrock of schools like Geggie and students like Robert Stroot."

Headline on an advertisement in *Science* magazine for the R. W. Johnson Pharmaceutical Research Institute:

FROM INDIVIDUAL STRENGTHS
COME COLLECTIVE SUCCESS
It do, do it?

Job notice in our "Bulletin Board":

"The United States Naval Academy announces an opening for an Assistant Professor in Ancient History. . . . Preference will be given to candidates trained in Classical Greece.

Maybe someone will come out of retirement.
—C.G.

In Brief

Officials Investigating Death of Clemson Student

CLEMSON, S.C.—Clemson University and state officials are investigating the death of a student who was legally drunk when she fell from the third floor of a fraternity house last month.

University officials said Shannon A. Gill, a 20-year-old sophomore, slipped from an outside ledge at the Alpha Tau Omega house while she and a friend were attempting to climb through a window into a locked room.

Clemson officials said a party at the fraternity house that night had ended hours before Ms. Gill died. They said the fraternity had not registered the party with administrators—a requirement when groups intend to serve alcohol. Ms. Gill was carrying false identification when she died.

South Carolina Alcoholic Beverage Control Commission officials are trying to determine where Ms. Gill got the alcohol. State officials said her blood-alcohol level registered 0.17 when she died—higher than the state's 0.10 level for intoxication.

Cal. State U. to Review Choice of Campus Site

VENTURA, CAL.—The California State University System has decided to review its plans to acquire a 440-acre site for a new campus here after running into a legal setback and community opposition.

Superior Court Judge Joseph Hadden ruled that the university's environmental-impact report on the project on the 8,000-acre Taylor Ranch was inadequate. He also invalidated a resolution approved last May by the system's

Board of Trustees authorizing purchase of the property north of Los Angeles.

A number of community groups have opposed the campus on environmental grounds, prompting the university to delay a decision on whether to contract for a second environmental-impact report until a series of public meetings to gauge community sentiment is held in the spring.

The state has allocated about \$8-million to buy land for the system's 21st campus, but the money must be spent by June 30.

Bomb Explodes in Tower at Indiana University

BLOOMINGTON, IND.—A pipe bomb exploded in an Indiana University carillon tower last week, causing minor damage.

No one was injured in the blast,

4-Year Colleges Became More Selective in 1980's

NEW YORK

In the 1980's, four-year colleges became more selective in their admission of freshmen, according to a report of a College Board survey of application, enrollment, and other trends.

In 1988, four-year institutions admitted about 60 per cent of their applicants, down from 65 per cent in 1980, the report said. The proportion of institutions accepting less than three-quarters of their applicants rose to 48 per cent from 42 per cent. In 1988, about 47 per cent of admitted freshmen enrolled, down from 53 per cent eight years earlier.

Over all, freshman applications to four-year colleges increased 26 per cent from 1980 to 1988, the board said. Average undergraduate enrollment over the period rose 8 per cent, with four-year institutions experiencing a 4.6-per-cent gain and two-year colleges experiencing a 12.6-per-cent rise.

Most Complete 1st Year

Among other results, the survey of 3,126 institutions found that in 1988, 83 per cent of freshmen at four-year colleges and 78 per cent of those at two-year institutions completed their first year of college in good standing.

In addition, half of all freshmen at four-year colleges and about one-third of freshmen at two-year colleges were eligible for financial aid, and nearly all of those students were offered aid.

Copies of the report, "Summary Statistics: Annual Survey of Colleges, 1989-90," are available for \$25 prepaid from College Board Publications, Box 886, New York 10101-0886. Request item number 239570. For information about obtaining the full data base on computer disk, contact Jean Marzone, the board's director of information services, at (212) 713-8116. —J.E.

which shot the bomb's end cap through a graduate student's apartment window 446 feet away, said James Kennedy, director of university police.

The bomb exploded on a landing in the tower's stairwell—bending several iron railings and breaking out concrete, Mr. Kennedy said.

"It was probably a very stupid prank," he said. No threat had been made, and no one has claimed responsibility, he added.

Fragments of the bomb have been sent to the Federal Bureau of Investigation to determine the explosive's contents.

Campus Worker Kills Self After Murdering His Boss

BLUEFIELD, W.VA.—An assistant director of maintenance at Bluefield State College was shot

and killed last month by a night watchman at the college, who later killed himself.

According to city police, Allen C. Peery, a night watchman, apparently shot Donald Nelson Lewis four times with a handgun inside the campus maintenance building. He then drove home and killed himself with a single gunshot to the head, said James Dent, the city's Police Chief.

Mr. Peery had been "under some stress" and was "quite upset" that he had been required to work over the holidays, Mr. Dent said. Mr. Peery and Mr. Lewis, his supervisor, had recently disagreed over the work schedule, he added.

The men had worked together for about six years, a university spokesman said.

Study Predicts Shortage of Educated Workers

BOSTON—A drop in the number of high-school graduates in New England will mean that fewer college-educated workers will be available there in the 1990's, according to the New England Board of Higher Education.

High-school-graduation projections for the region indicate that the total number of graduates will drop by 158,000, or 20 per cent, between 1988 and 1994.

The board said that, from 1988 to 1991, Connecticut would experience the largest decline in the number of graduates, 21 per cent, followed by Massachusetts with 19.8 per cent; New Hampshire, 15.9 per cent; Rhode Island, 15.4 per cent; Vermont, 14 per cent; and Maine, with 11.1 per cent.

John C. Hoy, the board's president, said the shortage of college-educated workers would intensify in the next decade because public higher-education institutions are now turning away students following state budget cuts.

Fire of Suspicious Origin Damages Texas Institute

AUSTIN—A fire of suspicious origin has caused extensive dam-

China Scholar Abandons 3-Year-Old Suit Against Stanford

STANFORD, CAL.

Steven W. Mosher, the China scholar who was dismissed from Stanford University's doctoral program in anthropology in 1983, has dropped a lawsuit he brought against the university as a result of his expulsion.

Mr. Mosher has also agreed to turn over to Stanford all photographs and documents he obtained in China while still a graduate student at the university, but will retain exclusive use of the material for one year. No financial settlement was involved.

Mr. Mosher, now the director of the Asian Studies Center at the Claremont Institute in California, said the cost of the lawsuit had finally led him to abandon it.

"The out-of-pocket expenses and opportunity costs, books and articles not written, were simply getting too high," he said.

The dispute dates to 1979-80, when Mr. Mosher, then a graduate student in Stanford's anthropology department, spent nine months doing field research in the Chinese countryside.

In 1983, the department dis-



JOHN C. PHILLIPS, FOR THE CHRONICLE
Steven W. Mosher: "The expenses and opportunity costs, books and articles not written, were getting too high."

missed Mr. Mosher, charging him with "illegal and seriously unethical conduct" while in China. The dismissal was upheld through three appeals to the university.

Neither Mr. Mosher nor Stanford has ever made public the details of the charges against him.

Mr. Mosher has maintained, however, that Stanford bowed to pressure from Chinese officials who were unhappy with an article he had published in a Taiwan magazine criticizing China's population-control policies.

Most Charges Dismissed

In fall 1986, Mr. Mosher sued the university over his dismissal, charging, among other things, violation of free speech, breach of contract, and defamation.

A federal district court in 1988 dismissed the claim that Mr. Mosher's right of free speech had been abrogated, and last year a California state court dismissed most of the rest of the charges, ruling that Stanford's investigation of Mr. Mosher had been proper. When Mr. Mosher finally dropped the lawsuit, only the charge of defamation remained.

According to Stanford policy, Mr. Mosher, although dismissed from the anthropology program, may still apply to any other department. He said he planned to do so, but had not decided which one. —ELLEN K. COUGHLIN

Give & Take

For nearly 60 years, a few dozen faculty members at the University of Minnesota have lived in a five-block area on the north edge of St. Paul called University Grove. The 100 or so households have created a diverse community of scholars from many different parts of the university.

The university, which owns the land, has leased individual lots to faculty members for \$75 to \$100 a year, and professors built homes on the land. But now business officers say the properties are a financial drain on the Permanent University Fund, which retains the mortgages on the homes. The Permanent University Fund has helped to create about 130 endowed chairs at the university, and the mortgages—a “non-liquid” investment—have become a drag on the fund’s ability to support the faculty positions, says Roger Paschke, the university’s director of asset management.

The university is proposing to sell the properties to the residents, and some faculty members are worried about possible changes in the Grove. A group of 27 residents has signed a statement protesting the sale. They worry that the neighborhood will go downhill, and that they could end up paying increased taxes and mortgage payments.

Other professors have argued that residents could gain more control over their properties, and that ownership would allow them to obtain home-equity loans and pass their homes on to their children.

A recent survey by the university found Grove residents to be fairly evenly split on the buyout proposal.

The university’s investment in the mortgages makes up about \$4.5-million of the Permanent University Fund’s \$97-million total. Administrators have suggested to the Board of Regents that the university sell the lots to the houses’ owners for \$13,000 each and that residents refinance their mortgages, thereby freeing up cash for other investments. The Board of Regents is expected to act on the proposal next month.

Thousands of people give every year to the University of California at Berkeley. But Alice Martin is Berkeley’s only 105-year-old donor.

The gift from Miss Martin and her three late sisters will establish the first two endowed chairs at Berkeley’s School of Public Health. Among other gifts, the sisters have also donated their home in California’s Gold Country as a conference center for the school. University officials estimate that their contributions will total more than \$1-million.

Miss Martin taught high school for three decades, then retired and lived with her three sisters and one brother-in-law. The sisters pooled their savings and decided to create an endowment at Berkeley’s Public Health School. After her sisters’ deaths, Miss Martin chose to create the endowment during her lifetime.

Business & Philanthropy

‘History Making’ Drive Expected to Raise \$500-Million in Private Funds for Ohio State, Inspire Other Colleges

University’s 5-year campaign has raised more money than any other public-college effort to date

By KAREN GRASSMUCK

COLUMBUS, OHIO

It’s Thursday night—phone calling night—at the Ohio State University. Under buzzing tubes of fluorescent light, 20 young men and women huddle in small carrels, gazing intently at computer screens like so many diligent students tapping away on their college assignments.

But there’s a crucial difference: Between 6 and 10 p.m., this band of “O.S.U. Callers,” as the paid student employees refer to themselves, will have contacted roughly 1,500 alumni and raised as much as \$20,000 in contributions for the university, now in the fifth and final year of a mammoth fund-raising campaign.

By November 30, “The Ohio State University Campaign—a Distinguished Past, a Dynamic Future” had raised \$408-million in private contributions.

By next summer, Ohio State officials expect to have raised nearly \$500-million—almost \$150-million more than their original \$350-million goal. University officials routinely call it a “history-making” campaign, noting that, so far, no other public university can claim raising more in private donations.

The success of Ohio State’s campaign has been a source of inspiration for other Ohio colleges, some of which are now “thinking bigger than they would have otherwise” in terms of their own capital campaigns, says Larry H. Christman, president of the Association of Independent Colleges and Universities of Ohio.

‘It Can Be Done!’

Further, fund-raising juggernauts here and at other public universities are raising the hopes of public and private colleges across the country.

“All of a sudden they are saying, ‘Damn. It can be done!’” says George Brakeley, III, president of Brakeley, John

Boston U. Says It Will Write Off \$16.4-Million of Its Investment in Biotechnology Company

BOSTON

Boston University officials are gradually writing off a large portion of their controversial investment in a biotechnology company that is based on research by one of the university’s medical professors.

University officials say the write off is a normal amortization procedure used to account for gifts to a start-up company.

According to a preliminary budget document disclosed in a newspaper report, a reduction of \$16.4-million this year will bring to more than \$26-million the amount that the university has written off since becoming the chief investor in Seragen Inc., a company based in Hopkinton, Mass., that is working on treatments for cancer and other diseases. The university has invested about \$60-million in Seragen since 1987.

Thomas D. Cashman, the university’s vice-president for public affairs, said in an



LLOYD LUMMERMANN, OHIO STATE U.

Ohio State uses students as “O.S.U. callers” who can reach some 1,500 alumni a night as part of the university’s multi-million-dollar fund-raising drive.

Price Jones Inc., a fund-raising consulting company.

Campaigns of \$100-million or higher are underway at more than 15 public universities, and three drives in the \$150-million to \$300-million range are planned at the Universities of Virginia and North Carolina and North Carolina State University.

But many private colleges are becoming worried by the public universities’ growing success as fund raisers, noting that they are now competing for a finite supply of private money—especially from corporations. Last May, the National Association of Independent Colleges and Universities released a controversial report which

showed that public colleges received 10 times as much corporate support, including gifts and taxes, as did private colleges (*The Chronicle*, May 31, 1989). However, some public-college officials and fund-raising consultants dismissed the NAICU study as distorted and “polemical.”

‘A Short-Lived Proposition’

Despite such concerns, large state universities in the Middle West and elsewhere are busily courting alumni, corporations, and foundations as new sources of funds. Their success has come so rapidly that “being No. 1 these days is a short-lived proposition,” says Hayden W. Smith, senior vice-president at the Council for Aid to Education.

Thomas L. Tobin, Ohio State’s vice-president for university communications and development, thinks that the public universities have “barely scratched the surface in private fund raising.”

“Nobody knows what the limit is,” he adds.

Under Mr. Tobin’s leadership, Ohio State’s development budget has swelled from \$2.6-million when he arrived in 1983 to \$7.3-million. His staff has grown from 12 professionals and fewer than 100 volunteers to 65 professionals and 1,000 volunteers.

As a result of the campaign, Ohio State now stands among the elite ranks of public universities that are nudging the half-billion dollar mark in private funds raised during five- or six-year campaigns. Barely five years ago, Ohio State was at the bottom of the Big Ten in funds raised.

The campaign funds are being used to establish endowed professorships, to provide \$60-million in scholarships and fellowships, and to add some \$75-million to

Continued on Following Page

Potential for Long-Term Profits

University officials point to the potential of Seragen for long-term profits and say they do not anticipate breaking even or turning a profit on the company until 1993. The university was among the first to invest in Seragen when it was formed in 1980 by researchers affiliated with B.U.’s

Continued on Page A32

'History Making' Drive Expected to Raise \$500-Million for Ohio State

Continued from Preceding Page
research efforts. Moneys raised have also financed construction of the \$43-million Wexner Center for the Visual Arts and a \$10.6-million indoor athletic practice facility named after Woody Hayes, the university's late football coach.

Mr. Tobin, a genial, avuncular ex-Marine, smiles about phone calls he receives from other college development officers seeking Ohio State's "secret." "There's no great mystery to fund raising," he

"You cannot be a first-rate public university today unless you've got a significant amount of private contributions coming in."

says. "It boils down to one simple thing—somebody has to ask somebody to part with an asset."

'Not High on My List'

The money doesn't come easily. Some companies—particularly financial institutions—still refuse to give money to public universities as a matter of policy, maintaining that those institutions are supported through government appropriations. Also, a shortage of fund-raising professionals has made recruitment difficult, Mr. Tobin observes.

Ohio State's student telephone callers say they have learned to routinely accept indifference or rejection—sometimes even verbal abuse—from unreceptive alumni.

"Ohio State isn't high on my list of priority charities," says Gary Bauer, who graduated with a bachelor's degree in economics in 1978 and is now the international marketing manager for Merrill Publish-

ing Company, a textbook publisher, in Columbus. Mr. Bauer says he throws away the literature he gets from the university because he regards it as an institution that can get money from the state as well as corporations. When he compares Ohio State's needs with those of the Wilderness Fund and Amnesty International, two of his favorite charities, "it's not even close."

Some Are Confused

High-ranking officials and deans have also sometimes experienced what they call "underwhelming" treatment from prospects such as top officials at law firms, corporations, and foundations. Francis X. Beytagh, dean of Ohio State's College of Law, says that on one fund-raising call, he was nearly thrown out of a surly senior partner's office at a major Midwestern law firm.

In addition, some alumni and prospective donors are confused by a public university's request for assistance. "Some lawyers will say, 'You're a public university; why don't you go down the street and talk to the legislature?'" Mr. Beytagh says.

A soft-spoken specialist on constitutional law, Mr. Beytagh has made more than 100 visits to donors and prospects in the three years since the College of Law began its own \$20 million fund-raising drive.

Going out and asking is "critical, vital," Mr. Beytagh maintains. "Any president or dean who doesn't do that doesn't know anything about fund raising," he says. "Money isn't going to come from anywhere else but the private sector."

Mr. Beytagh echoes the belief of university officials, who maintain that rising expenses today and in the future will not be adequately met through state and federal ap-



Thomas L. Tobin: Public universities have "barely scratched the surface in private fund raising. Nobody knows what the limit is."

propriations. While the state of Ohio has continued to provide about 31 per cent of the university's overall budget since 1980, officials say that funds needed to cope with inflation and pay for long deferred maintenance have not been provided. Other large state colleges say they face similar financial straits.

The result is that financial distinctions between public and private universities have blurred,

says Brad Choate, director of university development for corporate and foundation relations. "The difference between a public and a private university is in how you run it—with elected officials or not—rather than in how you fund it," he says.

Faculty Involvement

Mr. Choate's work at Ohio State, which emphasizes major corporate gifts, has played a key

role in the university's campaign. Corporate gifts have accounted for a third of the campaign total.

Other reasons for Ohio State's success include the addition of new automated equipment to help student callers and an effort to involve faculty members early on in the fund-raising campaign, Mr. Tobin says.

"We asked each faculty member, each department head, and each dean to make a list of funding priorities," he says. "The crucial thing is to ask them to prioritize." By that method, university administrators reached realistic fund-raising targets that faculty members and deans could accept. Faculty and staff also gave about \$15-million from their own pockets.

John B. Gabel, a professor of English who was chairman of Ohio State's faculty council last year, says the administration was "very wise" to involve faculty members early on in the campaign planning process. "We had a stake in it," Mr. Gabel says. "When we got the campaign updates, they had real meaning."

Sophisticated Screening

University officials also developed more sophisticated screening methods to help identify donor prospects by streamlining and updating the college's "Alma Mater" computerized data base of alumni and donor records, says Robert Esmond, director of university development research. Further, they found likely alumni donors by sifting geographic and income information obtained through the U.S. Census, *Who's Who*, and listings of corporate executives.

By the end of the campaign, the university hopes to have contacted every single one of its 300,000 alumni.

Not all the fund-raising techniques that have worked for Ohio State are high-tech and sophisticated. John Meyer, the law school's top development officer, says he

Ohio State U.'s Top 'Salesman': How He Succeeds at Getting Big Gifts From Major Corporations

COLUMBUS, OHIO

Brad Choate spends about a third of his working hours on "face time."

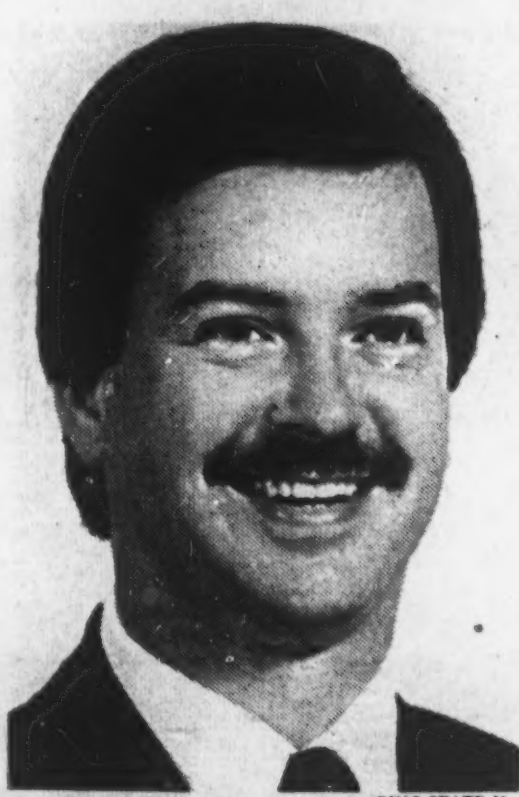
That's what Mr. Choate, director of corporate and foundation relations at the Ohio State University, calls his face-to-face visits with executives of Fortune 500 Companies. His quarry: gifts of \$100,000 or more.

Mr. Choate, a trim, athletic 33-year-old who favors corporate pinstripes, takes a forthright approach to his job. "It's sales," he says. "That's fairly controversial in fund raising. I know, but in my opinion, a development organization is a sales organization."

Mr. Choate is no stranger to the art of selling, having peddled tires while studying for his bachelor's degree at Southern Illinois University at Carbondale.

Ohio State officials say his emphasis on major gifts has been an important aid in propelling the university's \$350-million fund-raising campaign beyond its goal.

Donations from corporations and foundations make up 47 per



Brad Choate: "Being a good salesman means knowing when to be a good listener."

cent of the total \$408-million the university had raised by the end of November. Over the past 10 years, annual corporate contributions at Ohio State have grown steadily, increasing from \$3.8-

million in 1980 to \$29.8-million in 1988-89.

Arthur W. Brodeur, director of Ohio State's campaign, says Mr. Choate has been instrumental in making Ohio State one of the top 10 universities—public or private—in corporate donations, according to data provided by the Council for Aid to Education.

The 'Win-Win' Strategy

Mr. Choate says he seeks to match corporate goals with the university's needs, a strategy he refers to as "win-win."

"You have to figure out what it is that they want," he says, adding that besides the "warm and fuzzy feeling" corporations get from donating, the university must stress its ability to meet specific corporate needs, such as redressing a shortage of Ph.D.'s or members of minority groups in a given field. Ohio State can demonstrate its ability to meet corporate needs by establishing graduate fellowships or high-school outreach programs, he says.

Once the match has been

made, a process that can take several months, Mr. Choate says he often resorts to the following technique: "Tell them you want them to give a gift, and then look them in the eye and don't say anything. Being a good salesman means knowing when to be a good listener."

The needs do not always measure up: Often, businesses want to see an immediate impact on their entering work force from their gift, while the university wants support for a secondary-school scholarship program, for example, which may not produce results for several years.

'Tinkering With an Atom'

Sponsorship of basic research is tough to sell to corporations, Mr. Choate observes. "Tinkering with an atom is so far away from developing a better Band-Aid that, sometimes, it's too much of an investment," he says, adding that companies' research-and-development departments seek to develop saleable products.

He credits Ohio State Presi-

dent Edward H. Jennings for helping to obtain several major corporate donations, including a \$2-million gift from the Hewlett-Packard Corporation and a \$500,000 gift of computer equipment from Sun Microsystems Inc.

Mr. Choate says that the Sun Microsystems deal, which took several months to clinch, was virtually assured after Mr. Jennings made a presentation about the university to the company's upper management at its headquarters in Mountain View, Cal. "They were extremely impressed," Mr. Choate recalls.

Since the president is also a professor of finance, his knowledge of corporate matters is a "great weapon" to use in making a pitch to businesses, Mr. Choate says.

"It's not unusual for university presidents to come trotting through corporate offices," he adds. "What's unusual is for them to understand a C.E.O.'s point of view."

—KAREN GRASSMUCK